



Departmental Quarterly Performance Report

Department Name: Cultural Affairs

**Reporting Period:
FY2004-2005
3rd Quarter**

I. Performance Initiatives	Page 2
II. Personnel Status	Page 7
III. Financial Performance	Page 8
IV. Department Director Review	Page 10

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MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

COUNTYWIDE STRATEGIC THEME:

Quality of Life for All

Safety and Quality of Neighborhoods

Technology, Innovation, Access and Information

A Healthy Economy

Cooperation and Coordination

Fiscally Responsible and Stable

DEPARTMENT RELATED STRATEGIC PLAN GOAL:

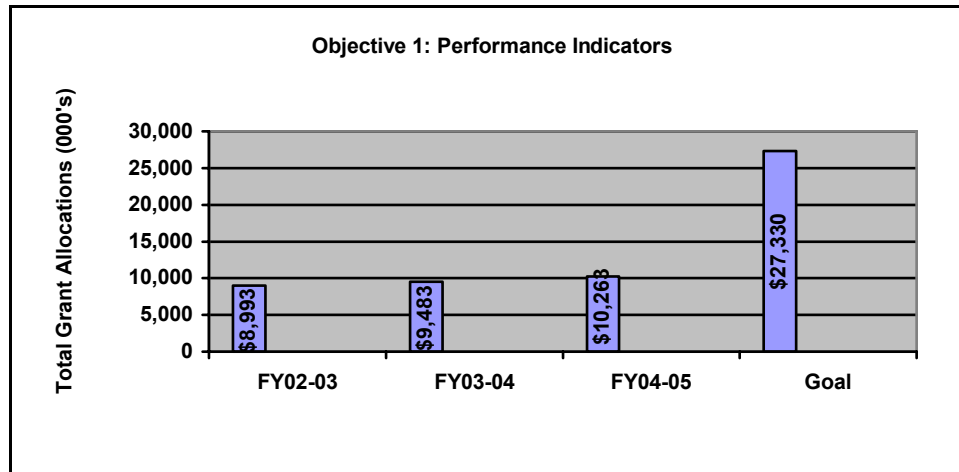
- ◆ **Secure and invest additional public and private resources to improve and expand programs, services and facilities**

- ☒ Strategic Plan
- ☒ Business Plan
- ☒ Budgeted Priorities
- ☐ Customer Service
- ☐ ECC Project
- ☐ Workforce Dev.
- ☐ Audit Response
- ☐ Other _____
(Describe)

Serve as a Cultural Developer Countywide

- **Objective:** Increase funding available through the 15 existing grants programs and Department-led cultural initiatives to strengthen support for cultural development –
Status: Grants programs increased by \$779,000 FY2004 to FY2005
- **Objective:** Drive toward establishing new grants programs to complete the comprehensive investment strategy for the arts –
 - Create the Cultural Facilities Operations and Programming program
 - Create the Arts & Social Services program
 - Expand the individual Artists Fellowships program beyond visual and media artists to additional artistic disciplines

Status: Unfunded



- **Objective:** Convene regular public town meetings to shape cultural policy and maintain the direct involvement of civic and community partners in the cultural work plan –
Status: accomplished and ongoing

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DEPARTMENT RELATED STRATEGIC PLAN GOALS:

- ◆ Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs
- ◆ Secure and invest additional public and private resources to improve and expand programs, services and facilities

Improve Existing Cultural Facilities in Neighborhoods throughout Miami-Dade

- **Objective:** Upgrade and/or establish 18 neighborhood-based cultural and community centers to be more technically and functionally capable as venues for cultural activities, and more easily accessible to audiences; provide more convenient and affordable cultural and educational activities –
Status: As of 3rd quarter FY2005, 10 projects have been completed (Actors' Playhouse/Miracle Theater, Florida Memorial College's Lou Rawls Performing Arts Center, Goodlet Auditorium, Gusman Center for the Performing Arts, Hialeah High School Auditorium, Lyric Theater / Phases 1 & 2, Manuel Artime Performing Arts Center, Miami Children's Museum and Shores Performing Arts Theater); 2 projects are slated for completion during FY2005 (African Heritage Cultural Arts Center and Colony Theater); 6 projects (Civil Rights Museum/Virginia Key Beach Trust, Coconut Grove Playhouse, Haitian Cultural Center/Caribbean Marketplace, Joseph Caleb Auditorium, Miami-Dade County Auditorium, and Milander Auditorium) are ongoing in their planning and implementation.
- **Objective:** Assist in partnership with other County Departments, local municipal governments and civic groups in maintaining and operating neighborhood cultural facilities at optimal levels –
Status: Ongoing; currently actively partnering with: Miami-Dade Park and Recreation Department to maximize facility improvement and operating plans for cultural facilities under its jurisdiction, and with the Vizcaya Trust for Vizcaya; Performing Arts Center Trust on the institution-building requirements of the PAC, including operational planning and activation by its scheduled opening in 2006; City of Coral Gables (new theater facility development; Cultural Affairs Advisory Board); City of Homestead (ArtSouth; Seminole Theater); City of Miami (Gusman; East Little Havana Arts District, Latin Quarter Cultural Center; Caribbean Marketplace; Lyric Theater); City of Miami Beach (Colony; Byron-Carlyle; Office of Tourism and Culture); and the City of North Miami (PAN)
- **Objective:** In tandem with completion of the capital work, program the upgraded facilities to activate them and offer creative, alternative activities for kids and general audiences –
Status: awarded 11 Cultural Access Network (CAN) programming grants in FY05 to build facility usage by cultural groups and audiences; continually updating and prioritizing the list of venues for the CAN program to encourage groups to use alternative facilities as a means for expanding activities to new neighborhoods and providing cultural experiences to new audiences

- ✓ Strategic Plan
- ✓ Business Plan
- ✓ Budgeted Priorities
- ✓ Customer Service
- ___ ECC Project
- ___ Workforce Dev.
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- ___ Other _____
(Describe)

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<p>COUNTYWIDE STRATEGIC THEME:</p> <p><i>Quality of Life for All</i> <i>Safety and Quality of Neighborhoods</i> <i>Technology, Innovation, Access and Information</i></p> <p><i>A Healthy Economy</i> <i>Cooperation and Coordination</i> <i>Fiscally Responsible and Stable</i></p> <p>DEPARTMENT RELATED STRATEGIC PLAN GOALS:</p> <ul style="list-style-type: none">◆ <i>Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs</i>◆ <i>Secure and invest additional public and private resources to improve and expand programs, services and facilities</i> <p>Develop New Cultural Facilities</p> <p>➤ Objective: <i>Assess the need for and advance the development of new cultural facilities County-wide continually and actively</i></p> <p>Status:</p> <ul style="list-style-type: none">● Continually updating the list of community cultural facilities' needs;● Beginning to implement the Building Better Communities general obligation bond cultural projects, including assessing the readiness of projects and collaborating on formulating effective building programs for each;● Assisting in finalizing the plans to finance, build and operate a new Miami Art Museum, a new Science Center for the Americas, etc. (e.g.: working as a partner with the City of Miami and the Museums on masterplanning Museum Park and beginning the architectural design work for the new institutions);● working with municipalities through hired consultant teams (as is the case with Miami Beach) and/or directly with their professional administration (as is the case with Coral Gables) to update the existing list of community cultural facilities' needs within their jurisdictions <p>➤ Objective: <i>Complete the design, operational planning and activation of the South Miami-Dade Cultural Center by its scheduled opening in 2007 –</i></p> <p>Status: Design and Development, and Construction Documents phases completed; construction bid package issued in December 2004; contractor selection completed in March 2005; negotiations with the Tower Group, the successful bidder, finalized and the construction contract has been submitted for BCC review and approval in July, 2005; construction of the Center expected to commence during August 2005; advancing the work to finalize and begin implementing the Center's programming, governance and financing plans</p>	<ul style="list-style-type: none"><input checked="" type="checkbox"/> <i>Strategic Plan</i><input checked="" type="checkbox"/> <i>Business Plan</i><input checked="" type="checkbox"/> <i>Budgeted Priorities</i><input type="checkbox"/> <i>Customer Service</i><input type="checkbox"/> <i>ECC Project</i><input type="checkbox"/> <i>Workforce Dev.</i><input type="checkbox"/> <i>Audit Response</i><input type="checkbox"/> <i>Other</i> _____ (Describe)
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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	20 FTE 1 P/T	22 FTE 1 P/T	20 FTE 1 P/T	2 FTE	20 FTE 1 P/T	2 FTE	20 FTE 1 P/T	2 FTE		

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Recruitments are actively underway to fill two (2) Cultural Affairs Construction Projects Manager positions

C. Turnover Issues

None

D. Skill/Hiring Issues

None

E. Part-time, Temporary and Seasonal Personnel (Including the number of temporaries long-term with the Department)

The Clerk 2 position assigned to the Cultural Resource Center gallery in the lobby of the Government Center Building, as well as carrying other administrative responsibilities, is a part-time (30 hours/week) position.

F. Other Issues

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FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR Actual	Total Annual Budget	CURRENT FISCAL YEAR					
			Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
▶ Other	62	60	15	53	45	85	40	142.33%
▶ Interfund x'fers	3,604	3,613	903		2,710	90	-2,620	2.49%
▶ General Fund	7,409	8,409	2,102		6,307	0	-6,307	0.00%
▶ Fund 720	154	130	33	93	98	113	15	86.70%
▶ Carryover	321	209	52		157	522	365	249.76%
▶ CDT x'fer	770	770	193		578	0	-578	0.00%
Total	12,320	13,191	3,298	146	9,893	810		
Expense*								
▶ Sal/Fringe	1,482	1,802	451	476	1,352	1,439	88	79.86%
▶ Other op. Exp.	9,544	10,586	2,647	637	7,940	9,431	1,492	89.09%
▶ Capital		33	8	5	25	12	-13	36.36%
▶ SMDCC Op.s / Reserve	770	770	193		578	0	-578	0.00%
▶ BCC CBO's				497		3,050		
Total	11,796	13,191	3,298	1,615	9,893	13,932		

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

Fund / Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
▶ 125 / 127	-1,602	7,394	10,840	12,346	
▶ 720	924	402	-3,193	-5,250	
▶ 60					
Total	-678	7,796	7,647	7,096	0

Comments:

- 1) Revenue receipts are not realized in even, quarterly installments throughout the fiscal year
- 2) Revenues are transferred during the fourth quarter of the fiscal year
- 3) Carryover coming in to FY05 was slightly higher than anticipated due to lag time in disbursing FY04 grants for which dollars have been encumbered but contracts have not been finalized
- 4) Grant allocation disbursements occur continuously throughout the fiscal year
- 5) Capital expenditures are not evenly distributed throughout the fiscal year
- 6) FAMIS does not segregate those portions of Equity in Pooled Cash in Fund 72 that are ascribed to the Department
- 7) Overall expenditures appear over budget because BCC-directed allocations post throughout the fiscal year, but are not reimbursed until month 12

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects that it will end the year within authorized budgeted expenditures and with adequate revenues to meet expenses.

Notes and Issues:

- **Need to strengthen cultural organizations' financial stability** - It is critical that the County's investment in its cultural non-profits keep pace with escalating costs of doing business and the overall growth in service demands from Miami-Dade audiences, and in light of the County's own considerable investment in upgrading and building new cultural facilities for these organizations and their audiences. It is essential that cultural organizations remain strong enough financially to survive and use these facilities, arts centers and museums, as they are completed. To this end, the Department and the Cultural Affairs Council are requesting \$2 million in additional County funding in FY2006 to complete the adopted goal of increasing grant support to cultural organizations and artists by \$5 million over 4 years (FY2006 is the fourth and final year of the original timetable)
- **Need to convert a Senior Executive Secretary position (incumbent is retiring) to a full-time Administrative Officer 2** to increase the capacity of the position, while remaining within the authorized budgeted position count and achieving net savings as a result of hiring at the beginning of the range.
- **South Miami-Dade Cultural Center** - Construction bids for this Arquitectonia designed, 966-seat state-of-the-art multi-purpose theater complex adjacent to the South Dade Government Center were received in early February 2005. Negotiations to award the construction contract with the Tower Group, the successful bidder, were completed in May 2005. The contract that will enable construction to begin is slated to go before the Board of County Commissioners for review and approval in July 2005.

The entire capital project includes \$10 million in Building Better Communities bond funds. Availability and sequencing of the budgeted bond funds is essential to finalizing the construction contract and maintaining the schedule which requires that the buildings be completed and open in 2007. As developer and future operator of the Center, the Department is simultaneously planning strategically for the operating requirements of the center, including the phasing in of staff, pre-opening ramp-up requirements and the successful operation of the facility once fully activated.

- The Department and the Cultural Affairs Council actively engaged in local and **statewide advocacy efforts** during the 2005-06 State Legislative Session, securing \$12.8 million in arts programming grant funds, restoring cultural funding closer to its FY2002-2003 level (\$14.7 million). In addition, the entire list of cultural facilities grants recommended through the Department of State review process was approved, funding all 41 projects for a total of \$12.2 million. Eight of the 41 Cultural Facilities Grants approved are for Miami-Dade County-based projects, totaling \$3.6 million in State funds appropriated.

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STATEMENT OF PROJECTION AND OUTLOOK (continued)

Notes and Issues (continued):

- **Neighborhood Cultural Facilities Plan** - Between the South Miami-Dade Cultural Center project and the Neighborhood Cultural Facilities Plan, the Department is managing more than \$80 million in County capital grants currently being invested in cultural facilities throughout the County. With the opening of the Performing Arts Center scheduled for the 2006 season, the capital projects program is designed to create a network of new and upgraded neighborhood facilities that will thrive and complement Miami's major new venue.

These new and updated facilities are serving as homes to cultural groups and artists to develop their work while providing audiences convenient and affordable opportunities to experience and engage in "live" arts in an easily accessible neighborhood setting. Of the 18 Neighborhood Cultural Facilities projects that comprise the plan, 12 will have been completed as of FY2005, and 6 are in the planning stages.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Michael Spring (original signed & sent to Alex Muñoz)

July 29, 2005

Signature
Department Director

Date _____